



EXA/  
Deputy Director  
for Administration

DDA 87-0345  
5 March 1987

NOTE FOR: DD/OP-E

SUBJECT: Flagship Brochure Comments



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Attached are my mark-up pages for the  
DA section of the Flagship brochure. I have  
also included an additional section, which  
can be included, rewritten, or omitted as  
your editors see fit. Thanks for the chance  
to comment on the DA section.



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10/CIB-6002C: FLAGSHIP BROCHURE

DI is comprised of specialists in economic and political analysis, scientific and military assessments, geographic area studies involving every aspect of specific countries or regions, and computer science applications such as advanced data processing, modeling and simulation, and analytical methodology. Together their work takes the product of intelligence collection and puts it to effective use, applying their skills to create decision support tools for senior policymakers, and in doing so, completing the intelligence cycle.

Subhead: ADMINISTRATION ...  
SUPPORTING AND SUSTAINING  
THE INTELLIGENCE PROCESS

Copy: The efficient operation of all CIA <sup>Facilities</sup> ~~offices~~ and directorates depends upon a wide range of essential administrative services. Providing these services through a comprehensive network of smooth and timely procedures is the task of the Directorate of Administration (DA).

Finance, security, medical services, personnel, training, logistics, communications, and information services and technology -- all these are functions of skilled DA professionals. From doctors to security officers, from accountants to logisticians, human resources professionals, and computer and communications engineers, the people of the DA serve the needs of the entire Agency and keep the organization operating at its optimum level of performance.

Much of the work is overseas, supporting CIA operations worldwide. Agency personnel and their dependents require first-rate medical care wherever they may be serving. Secure communications, as well as personnel and facilities security, are also worldwide concerns. Logistics and contracting of services -- from supplies, equipment, and maintenance to real estate acquisition and construction -- must meet needs as they arise regardless of geography. All these disciplines require high levels of skill and unique personal and professional resources from those who choose to undertake them.

As in any large organization, there are payrolls to be met, new employees to be interviewed, investigated, hired, and trained, and a complex network of internal communications and information systems to be installed and

managed Administrative support  
maintained. ~~Secretarial and clerical~~ duties  
must be carried out with an exceptionally high  
degree of professionalism and integrity due to  
the sensitive nature and importance of the  
information being handled daily. The offices of  
the DA fulfill all these needs and many more  
through their specialized functions.

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The financial operations of the CIA, as might be expected, are extremely complex and demanding in their administration on a worldwide basis. The recruitment of personnel is also a special challenge, with one of the most highly developed security clearance processes anywhere in the world, requiring administrative personnel of the highest order. Once employees have been hired -- and throughout their careers -- the CIA provides an almost matchless program of continuing education and training, both internally and through external educational institutions, all administered by DA personnel.

Some of the highest demands anywhere in the world for facilities and personnel security, as well as for secure computer and communications systems, exist in the CIA. This security and protection of people, buildings, and information is part of the job of the DA. Investigators, polygraphers, computer programmers, data base specialists, and many others apply their skills. Communications system engineers and other technical specialists are constantly at work designing and developing state-of-the-art systems to improve the level of security in all areas of CIA activity. Security protective officers provide the human element of protection for both the people and facilities of the Agency worldwide.

Administrative officers also provide broad general support to other CIA personnel in their foreign intelligence collection, analysis, and reporting activities. These administrative generalists and "trouble shooters" are called upon to help resolve a wide variety of questions and difficulties as they arise. Team efforts often require broad knowledge and experience in diverse management principles, techniques, and methods to produce innovative solutions. DA professionals play key roles throughout the complete intelligence cycle in all locations, at home and abroad, supporting the activities of the entire Agency.

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In many respects, the Directorate of Administration is a microcosm of U.S. service industries:

- like AT&T companies, the Offices of Communications and Information Technology operate local and long distance telephone communications networks to Agency and Intelligence Community organizations;
- like an international banking firm, the Office of Finance provides world-wide banking and financial services in support of Agency operations;
- like Western Union, the Offices of Communications and Information Technology operate world-wide narrative text and message services;
- like IBM, the Office of Information Technology provides computer equipment and systems in response to customer needs;
- like a small hospital, the Office of Medical Services offers routine and emergency medical care and health services;
- like a manufacturing and transportation company, the Office of Logistics procures, packs, receives, ships, and warehouses a wide variety of items for operational use;
- like a printing firm, the Office of Logistics designs, prints, and distributes an incredible volume of printed materials;
- like a small university, the Office of Training and Education offers a wide variety of skills training and education to Agency and Intelligence Community employees.

In all of these functions, the overarching concerns are for our people and the Agency's security. Thus, the efforts of the Offices of Personnel and Security are intertwined in each of the areas listed above.